

# Proposed Fiscal Year 2017 Town Budget



Presentation to: Enfield Town Council  
March 21, 2016

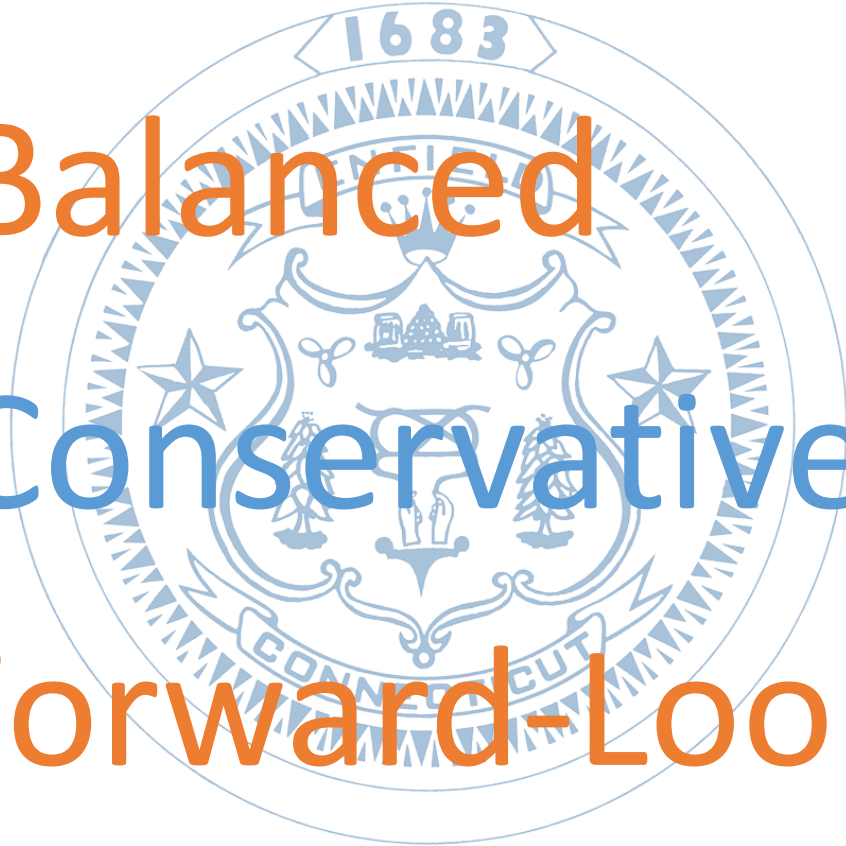
A - Affordable

B - Balanced

C - Conservative

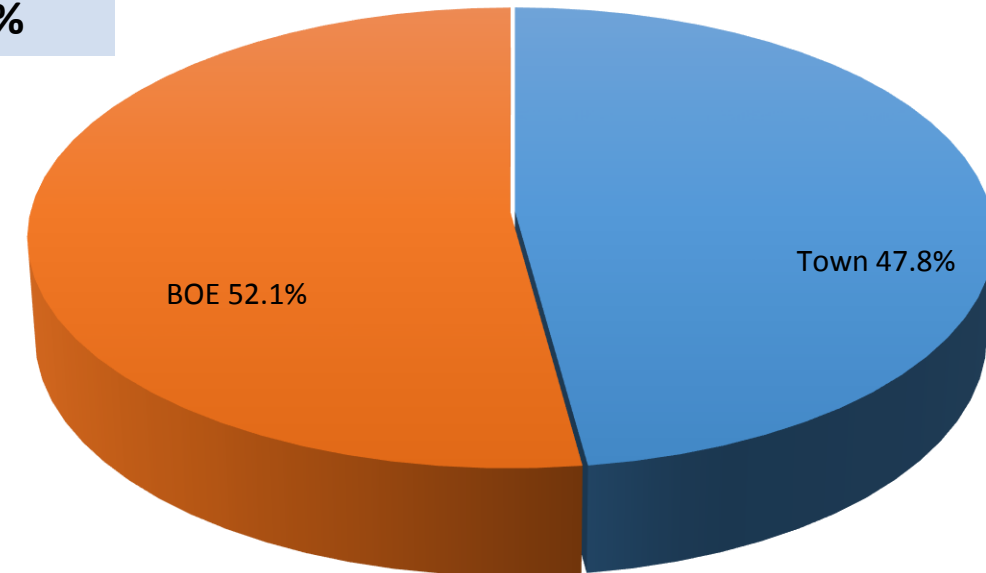
F - Forward-Looking

R - Realistic

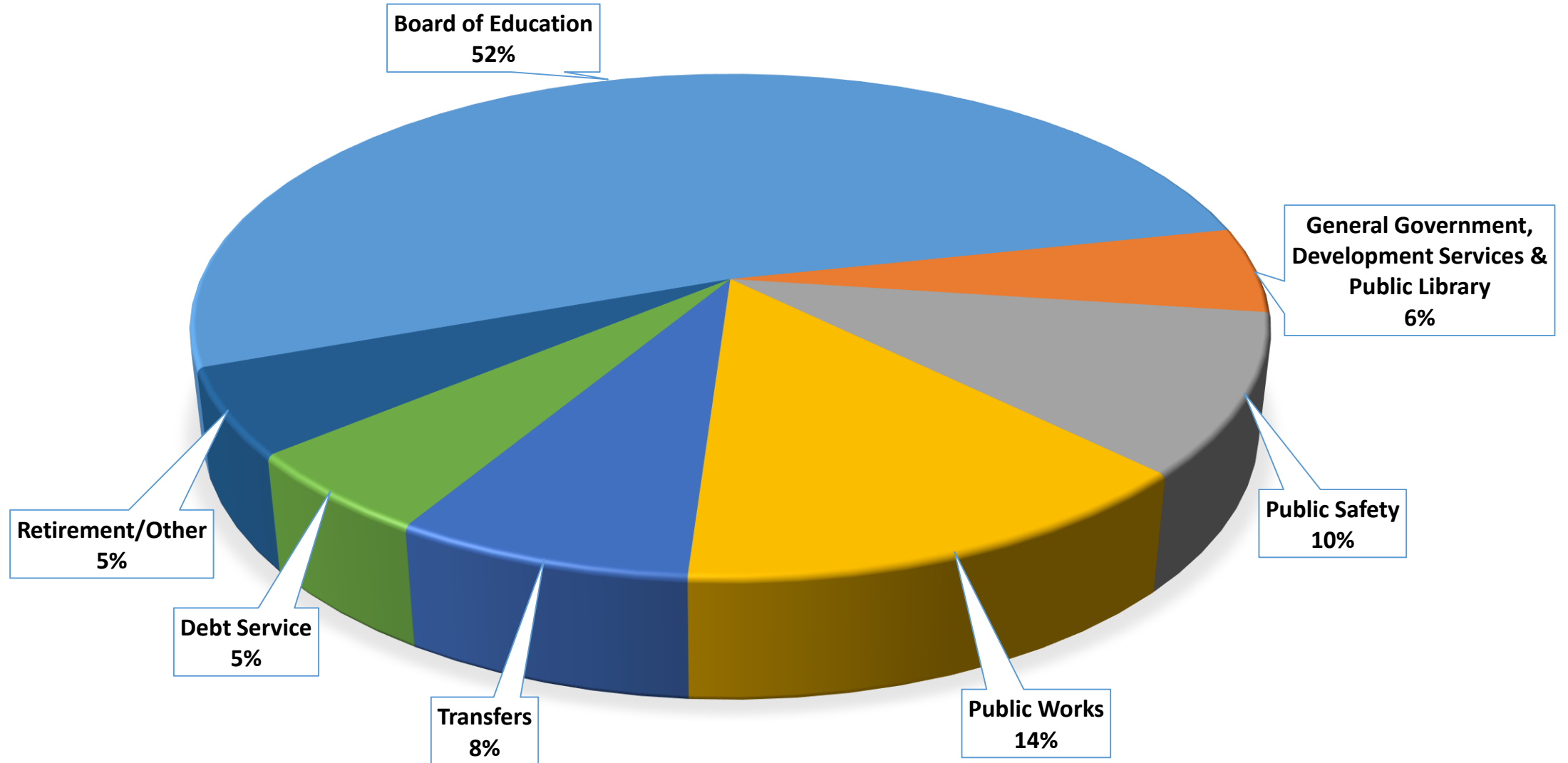


# FY 2017 Town & Board of Education Budget

	FY 2016 Adopted	FY 2017 Proposed	\$ Change	% Change
TOWN	58,828,337	62,825,728	3,997,391	6.8%
BOE	65,883,682	68,519,029	2,635,347	4.0%
TOTAL	\$124,712,019	\$131,344,757	\$6,632,738	5.3%



# Town Budget by Function (Including BOE)



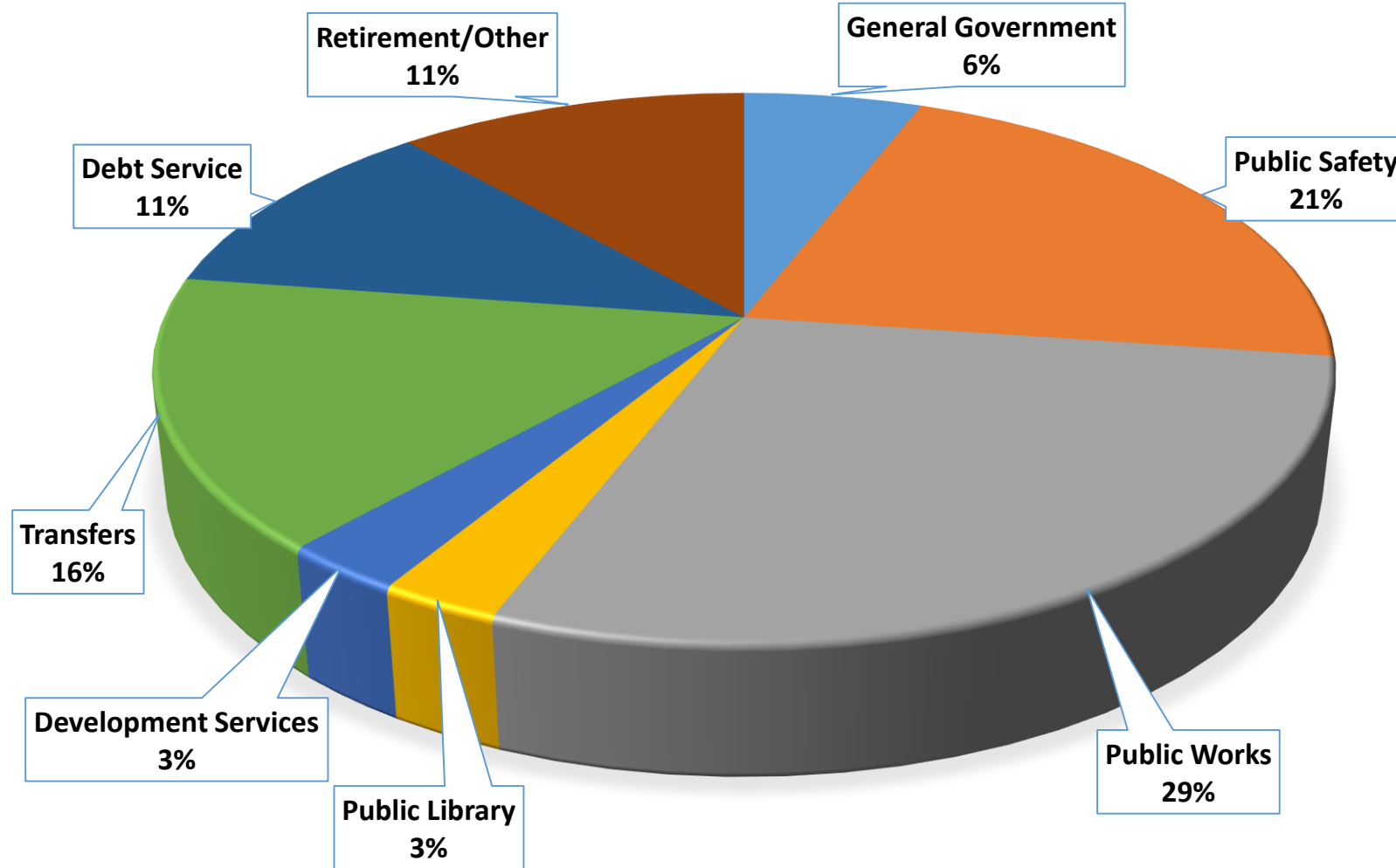
# Expenditures

Expenditure Type	FY 2016 Adopted	FY 2017 Proposed	% Change
BOE Direct Appropriation	65,883,682	68,519,029	4.0%
Town Expense	58,828,337	62,825,728	6.8%
BOE Indirect Expense	9,107,072	10,742,577	18.0%
Debt Service	5,663,847	6,993,279	23.5%
CIP	3,020,620	3,176,186	5.2%

# Town Budget by Function

	FY 2016 Adopted	FY 2017 Proposed	\$ Change	% Change
General Government	3,624,583	3,663,887	39,304	1.1%
Public Safety	13,591,571	13,457,387	(134,184)	-1.0%
Public Works	17,585,871	17,968,961	383,090	2.2%
Public Library	1,704,081	1,772,633	68,552	4.0%
Development Services	1,555,935	1,802,167	246,232	15.8%
Transfers	8,795,159	9,948,470	1,153,311	13.1%
Debt Service	5,663,847	6,993,279	1,329,432	23.5%
Retirement/Other	6,307,290	7,218,944	911,654	14.4%
Total	\$58,828,337	\$62,825,728	3,997,392	6.8%

# Town Budget by Function



# Town Budget by Major Category

	FY 2016 Adopted	FY 2017 Proposed	\$ Change	% Change
Salaries and Wages	21,716,552	21,851,960	135,408	0.62%
Police Pension	1,600,000	1,970,000	370,000	23.1%
Town Pension	1,297,866	1,497,815	199,949	15.4%
Health/Medical	4,902,797	5,642,027	739,230	15.1%
Other Benefits	2,651,089	2,727,884	76,795	2.9%
Professional/Technical	706,374	736,712	30,338	4.29%
Property Services	3,662,895	3,638,137	(24,758)	(0.7%)
Other Expenses	7,831,758	7,819,444	(12,314)	(0.2%)
Debt Services	5,663,847	6,993,279	1,329,432	23.5%
Capital Transfers	3,020,620	3,176,186	155,566	5.2%
Other Transfers	5,774,539	6,772,284	997,745	17.3%
<b>Total</b>	<b>\$58,828,337</b>	<b>\$62,825,728</b>	<b>\$3,997,397</b>	<b>6.8%</b>



# Town Budget Cost Drivers

	Increase over FY 2016 Town Budget	Percent of FY 2017 Town Budget Increase
Debt Service	\$1,329,432	33.26%
Transfers	1,153,311	28.85
Health & Medical	739,230	18.49
Pension	569,949	14.26
Overtime	308,500	7.72
<b>Total</b>	<b>\$4,100,422</b>	<b>102.58%</b>

# Change in Full Time Equivalents

Function	Reduction	Attrition	Total FTE	Amount
General Government	1.0	-	1.0	\$ 90,000
Public Safety	6.0	1.0	7.0	570,772
Public Works	-	1.0	1.0	38,959
Social Services	1.0	-	1.0	37,662
Information Technology	1.0	-	1.0	65,000
Total	9.0	2.0	11.0	\$802,393

# FY 16-17 Budget Proposals

Town Clerk	Upgrade NewVision Land Record System and update map index	\$ 9,000
Police	Fire arms qualification, Blue Line Trailers and active shooter training	12,288
Public Works/WPC	Shared part time Environmental Health and Safety Manager Town employees shared costs for prescription safety glasses	45,760 15,600
Social Services	Adult Day Center/Senior Center shared part time Social Worker Contract for Senior Center Café Manager	36,264 9,759
Information Technology	Technology costs shifted to Town from Board of Education Technology Capital Improvement Program	401,052 231,676

# Revenue

Revenue Type	FY 2016 Adopted	FY 2017 Proposed	% Change	% of Total
Property Tax	85,995,894	91,406,354	6.3%	69.6%
Intergovernmental	33,701,845	35,327,912	4.8%	26.9%
Other	3,014,280	3,169,780	5.2%	2.4%
Fund Balance	2,000,000	1,440,711	(28.0%)	1.1%
<b>TOTAL</b>	<b>\$124,712,019</b>	<b>131,344,757</b>	<b>5.3%</b>	

# Mill Rate Comparison

Property Category	Fiscal Year 2016	Fiscal Year 2017	Amount Change	% Change
Real and Business Personal	29.89	31.88	1.99	6.70
Motor Vehicle	29.89	28.80	(1.09)	(3.65)

# Mill Rate & Average Tax Comparison

SFR	Mill Rate	Assessed Value	Market Value	Average Tax
FY2016	29.89	129,256	184,651	3,863.46
FY2017	31.88	129,256	184,651	4,120.68
Change in Tax	1.99			257.22
% Change	6.70%			6.70%

Motor Vehicle	Mill Rate	Assessed Value	Market Value	Average Tax
FY2016	29.89	7,842	11,203	234.40
FY2017	28.80	7,465	10,664	214.99
Change in Tax	(1.09)			(19.41)
% Change	(3.65%)			(8.28%)

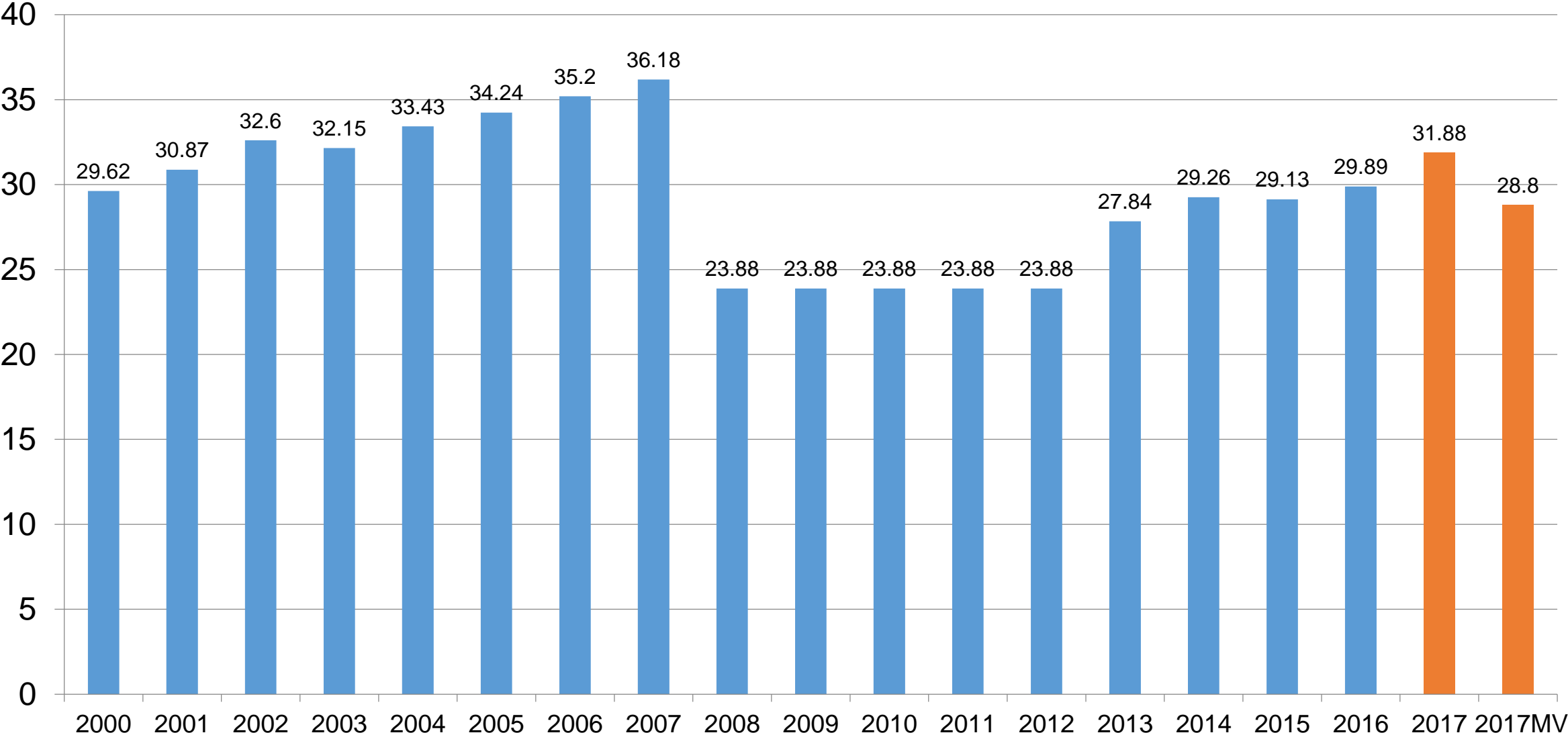
	\$ Change in Average Tax	% Change in Average Tax
SFR	257.22	6.70%
Motor Vehicle	(19.41)	(8.28%)
Total	\$237.81	5.80%

# Average Impact of Mill Rate Increase

Average Impact	\$ Change	% Change
Year	<b>\$237.81</b>	<b>5.80%</b>
Month	19.82	
Week	4.95	
Day	.65	

# Historical Mill Rate

Proposed mill rate increase for FY  
2017 is 6.7%  
Net with MV decrease is 5.80%





# Other Major Funds

	FY 2016 Adopted	FY 2017 Proposed	\$ Change	% Change
Emergency Medical Services (EMS)	2,983,418	3,074,709	91,291	3.1%
Water Pollution Control (WPC)	5,401,812	5,240,395	(161,417)	(3.0%)
Social Services	6,677,551	6,710,714	33,163	.50%
Information Technology (IT)	3,992,039	3,606,124	(385,915)	(9.7%)
Recreation	622,674	622,860	187	.03%

# Other Major Funds Comparison

## General Fund Contributions

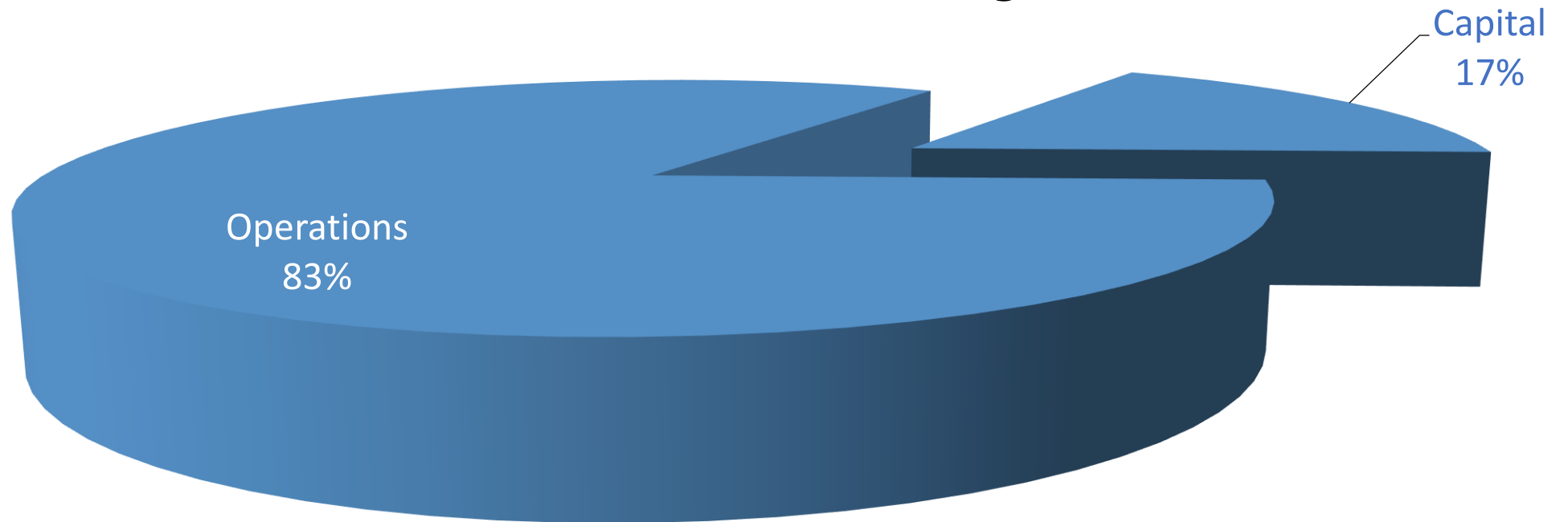
Fund	15-16 Adopted	16-17 Proposed	Change Amount	Change Percent
EMS	783,418	674,209	(109,209)	(13.94)
Social Services	2,521,385	2,779,198	257,813	10.23
Information Technology	2,026,694	2,703,951	677,257	33.42
Recreation	70,052	352,936	282,884	403.82
Capital	3,020,620	3,176,186	155,566	5.15

# Capital Improvement Program

## Expenditures

Vehicle Replacement Plan	\$1,909,909
Public Works Equipment	\$170,184
School Facilities	\$181,000
Recreation	\$125,000
Town Building Repairs	\$178,000
Public Works - Other	\$365,602
Roads 2015	\$500,000
Other Projects	\$198,398

# Water Pollution Control Authority



- Covers all costs of operation of the WPC
- Provides money for capital needs
- Repays the General Fund for money borrowed in previous years

	2016	2017
Operational	\$4,294,812	\$4,347,166
Capital	\$1,107,000	\$893,229
Total	\$5,401,812	\$5,240,395

# FY 2017 Additional Information

1. **Strategic and Operating Measures** - Developed by each Division
2. **Capital Improvement Plan** - Upgraded to include project descriptions and operating budget impact
3. **Full-time Equivalent Positions** - Funded positions listed by FTE
4. **Department Request Column** – Reflects amount the Department asked for
5. **Actual Expenditures** – FY 2014 & FY 2015
6. **3-Year Financial Forecast** – Proposed FY 2017, Projected FY 2018 & FY2019

# Outstanding Issues

- **State Aid**

- Governor recommended state aid has been built into the proposed budget.
- Figure could change once the state legislature adopts a budget, which should be by May 4th.

- **Health Insurance Increase**

- The 22% increase is based on actual expenditures through January 2016.
- The increase may change once February and March credible claims information is obtained and analyzed by mid May.
- Examining feasibility of going back to a fully insured program.

- **Motor Vehicle Mill Rate Cap of 32.00 Mills**

- Recommendation is to decrease the motor vehicle mill rate to 28.80.
- Council should confirm rate as soon as possible in order to provide guidance to the five fire districts.

- **Motor Vehicle Grand List Errors**

- DMV reported data contained state-wide errors.
- Corrected data should be received by the end of May.

- **Operating Surplus**

- Staff is monitoring current year revenues and expenditures.
- Staff will report best estimate of revenues above the adopted level and expenditures below the adopted level during budget deliberations.

# Longer-Range Issues

- **The financial forecast indicates the need to increase the mill rate.**
  - The rate will be impacted by the following:
    - growth in expenditures
    - growth in the grand list
    - Amount of state aid
    - Use of unassigned fund balance
- **Road Improvements**
  - Funding of roads after Roads 2015 is completed, in FY 2019
- **Town and School Building Rehabilitation**
  - Costs associated with JFK upgrade
  - Fermi conversion to community center
  - Other School and Town building rehabilitation needs
  - **School Traffic Studies**
    - Need to consider cost to implement recommendations for the five schools studied.
    - Report is due May 2016.
- **Energy Performance Contracting**
- **Bond/Note Sale**
  - August 2016 Bond/Note sale will impact increase in debt service in coming years.

# Budget Timeline

Date	Event
November 2015	Departments prepare capital and IT budget requests
January 2016	Capital Improvement Advisory Committee reviews requests
January 2016	Departments prepare operating budget requests
February 2016	Department budget meetings with Town Manager
March 3, 2016	Planning & Zoning Commission reviews capital budget
March 21, 2016	Proposed budget submitted to Council
April 13, 2016	Community Conversation, 7:00 PM Henry Barnard
March-April 2016	Council budget hearings
April 27, 2016	Public hearing on budget - 7:00 PM JFK Middle School
May 2016	Council deliberations on budget
No later than May 17, 2016	Budget adopted
July 1, 2016	Fiscal year begins



# 3 Year Financial Forecast

Town of Enfield  
CAFR General Fund Revenues and Expenditures (000)  
3 Year Projection - FY17, FY18 and FY19

1 Mill = \$2,882,788

Assumptions:

Health Ins increase = 22% FY17, 12% FY18 and 12% FY19  
Salary increases = Based on budget for FY17 and 2% per year increase thereafter  
BOE increase = 4% for all years  
Other Expenses = 0% FY17 and 2% FY18 and FY19  
Property Tax revenue was set at the amount needed to cover expenditures  
Charges for Services = based on budget for FY17 and 1% per year thereafter

	FY 10-11	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16 Adopted	FY 16-17 Projection	FY 17-18 Projection	FY 18-19 Projection	% Change 15-16 to 18-19
<b>Revenue</b>										
Property Taxes	75,675	76,401	79,821	83,092	84,366	85,996	91,406	99,072	103,796	20.70%
Intergovernmental <sup>1</sup>	40,876	43,580	44,070	46,613	44,638	43,632	46,405	46,406	46,406	6.36%
Charges for Services	9,009	8,303	8,558	10,940	7,726	7,766	6,925	7,252	7,350	-5.36%
Contributions	76	68	79	181	232	-	-	-	-	0.00%
Investments	152	83	79	75	104	151	150	150	150	-0.66%
Other Income	-	-	-	-	-	266	146	145	145	-45.49%
Total Revenue	125,788	128,435	132,607	140,901	137,066	137,811	145,032	153,025	157,847	
% change		2.10%	3.25%	6.25%	-2.72%	0.54%	5.24%	5.51%	3.15%	
<b>Expenditures</b>										
General Gov't	5,680	5,797	6,483	6,279	6,758	6,316	7,034	7,226	7,422	17.51%
Public Safety	11,726	11,813	12,077	12,815	13,545	13,592	13,457	13,907	14,390	5.87%
Recreation	-	-	-	-	-	-	-	-	-	0.00%
Public Works	15,648	15,831	16,137	16,494	16,973	17,586	17,969	18,571	19,215	9.26%
Hlth/Soc Services	7,546	7,910	8,353	8,557	8,917	9,661	9,786	10,263	10,634	10.07%
Library	1,552	1,579	1,566	1,615	1,694	1,704	1,773	1,834	1,901	11.56%
Planning & Dev	1,073	1,165	1,326	1,204	1,418	1,514	1,759	1,820	1,885	24.50%
Intergovernmental	403	413	448	435	442	460	472	473	474	3.04%
Education <sup>1</sup>	70,698	71,140	73,344	77,039	73,482	74,844	77,519	80,260	83,110	11.04%
Nondepartmental	4,987	5,742	4,995	5,453	6,225	6,147	6,997	7,580	7,375	19.98%
Debt Service	3,577	3,952	2,968	3,519	4,869	5,664	6,993	7,829	7,679	35.58%
Capital Outlay	1,287	520	1,865	389	-	-	-	-	-	0.00%
	124,177	125,862	129,562	133,799	134,323	137,488	143,759	149,763	154,085	
		1.36%	2.94%	3.27%	0.39%	2.36%	4.56%	4.18%	2.89%	
<b>Other Sources and (Uses)</b>										
Other, net	(2,601)	(1,610)	(684)	455	1,953	338	399	238	238	-29.59%
To Capital		(1,262)	(1,019)	(3,519)	(2,359)	(3,021)	(3,176)	(4,000)	(4,000)	32.41%
Net Other Sources and (Uses)	(2,601)	(2,872)	(1,703)	(3,064)	(406)	(2,683)	(2,777)	(3,762)	(3,762)	
Net Change in fund balance	(990)	(299)	1,342	4,038	2,337	(2,360)	(1,504)	(500)	-	
<b>Unassigned Fund Balance</b>										
Unassigned Fund Bal - Beg of Year	14,027	13,113	11,784	13,525	16,041	16,908				
Change in unassigned fund balance	(914)	(1,329)	1,741	2,516	867	(2,360)				
Unassigned Fund Bal - End of Year	13,113	11,784	13,525	16,041	16,908	14,548				
% Change in unassigned fund balance	-6.52%	-10.13%	14.77%	18.60%	5.40%	-13.96%				
Unassigned fund bal as % of revenue	10.42%	9.18%	10.20%	11.38%	12.34%	10.56%				
							<b>FY19 Tax Cap Calculation</b>		<b>FY18</b>	<b>FY19</b>
							Total Expenditures		149,763	154,085
							Net Transfers out		3,762	3,762
							Debt service		(7,829)	(7,679)
							Exp for FY18 Cap		145,696	150,168
										3.07%

<sup>1</sup> - In order to comply with financial reporting requirements, State contributions to teacher retirement programs are added to these lines in the financial statements.  
In order to compare with the actual amounts from FY10 to FY15, \$9 million was added to the FY16 Budget and to the projected amounts for FY17 to FY19.

# For More Information: [www.enfield-ct.gov](http://www.enfield-ct.gov)

